Military Grievances External Review Committee

2016-17

Report on Plans and Priorities

The Honourable Harjit S. Sajjan
Minister of National Defence

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Chairperson's Message

As the Chairperson and Chief Executive Officer of the Military Grievances External Review Committee, I am pleased to submit the Committee's 2016-17 Report on Plans and Priorities.

This document presents the Committee's 2016-17 plans to meet its priorities with regards to operational efficiency and management excellence, while remaining ready to respond to any change to the context in which it operates.

To "ensure optimum productivity and excellence", the Committee will continue in the coming year to monitor, and adjust to, the referral tendencies (number and nature of grievances referred to the Committee by the Canadian Armed Forces). This exercise allows us to maintain our ability and agility to handle cases in a fair and expeditious manner, without compromising the quality of the Committee's findings and recommendations.

The Committee will also actively seek the timely appointment by the Governor in Council (GIC) of new full-time or part-time members. Committee members are responsible for reviewing grievances and issuing findings and recommendations (with support from the Committee's staff). It is therefore of the utmost importance to have an adequate number of members to handle cases, as the Committee's ability to deliver on its mandate in a timely manner depends on it. Appointments of new members are out of the Committee's control, however, as current members mandates are about to expire and our workload is expected to remain heavy, it is our intention to continue in engaging National Defence's authorities to ensure that a sufficient number of members are appointed to the Committee in a timely manner. As always, our objective is to provide the highest quality of support to the military grievance process and to protect the gains in timeliness and efficiency we have achieved over the last years for the benefit of grievors and the Canadian Armed Forces.

As well, the Committee will be conducting a program evaluation - via surveys of targeted stakeholders - to measure the extent to which the organization contributes to strengthening confidence in, and adding to, the fairness and transparency of the Canadian Armed Forces grievance process. The Committee will also manage various external audit results and implement accepted recommendations.

On the corporate level, the Committee will continue to be fully engaged in government-wide efforts to increase effectiveness and reduce costs. Our plans include adjustments to ensure total alignment with government business systems and practices. As well, the Committee will continue to seek effective and efficient internal service delivery solutions, including knowledge transfer and succession planning; strengthen and integrate management practices; and look for opportunities to share services with other Small Departments and Agencies to reduce overall

costs to government. Another important initiative will aim at significantly reducing paper usage through automation and improvements to information management.

In 2016-17, the Committee will also be engaged in Workplace 2.0, a government-wide initiative to renew and modernize the environment in which employees operate. In doing so, the Committee will take into consideration operational requirements, as well as the new opportunities offered by mobile technologies. Our objective is to provide a flexible workspace that promotes efficient collaboration and ensure that our workforce is agile and well-connected.

Every year brings its own share of challenges and opportunities. Next year will be no exception. However, I am confident that the Committee and its staff will face the challenges, seize the opportunities and succeed in achieving the plans outlined in this report. Together, we will continue to strive to achieve our vision - *To be a centre of expertise in military grievances and a model administrative tribunal, through fair and efficient processes, professionalism, and good governance.*

Bruno Hamel
Chairperson and Chief Executive Officer

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: Harjit Singh Sajjan

Institutional Head: Bruno Hamel, Chairperson and Chief Executive Officer

Ministerial Portfolio: National Defence

Enabling Instrument: National Defence Act, *R.S.C. 1985, c. N-5*[i]

Year of Incorporation / Commencement: 2000

Other: *About the Committee*[ii]

Mandate

The Military Grievances External Review Committee is an independent administrative tribunal reporting to Parliament through the Minister of National Defence.

The Military Grievances External Review Committee reviews military grievances referred to it pursuant to section 29 of the *National Defence Act* and provides findings and recommendations to the Chief of the Defence Staff and the Canadian Armed Forces member who submitted the grievance.

Organizational Context

Raison d'être

The *raison d'être* of the Military Grievances External Review Committee (the Committee or MGERC) is to provide an independent and external review of military grievances. Section 29 of the *National Defence Act* (NDA) provides a statutory right for an officer or a non-commissioned member who has been aggrieved, to grieve a decision, an act or an omission in the administration of the affairs of the Canadian Armed Forces. The importance of this broad right cannot be overstated since it is, with certain narrow exceptions, the only formal complaint process available to Canadian Armed Forces members.

Responsibilities

The Committee reviews military grievances referred to it and provides findings and recommendations (F&R) to the Chief of the Defence Staff (CDS) and the officer or non-commissioned member who submitted the grievance.

The Committee also has the obligation to deal with all matters before it as informally and expeditiously as the circumstances and the considerations of fairness permit.

Strategic Outcome and Program Alignment Architecture

1. **Strategic Outcome:** The Chief of the Defence Staff and members of the Canadian Armed Forces have access to a fair, independent and timely review of military grievances.
   - **1.1. Program:** Independent review of military grievances

Internal Services

Organizational Priorities

Priority #1 - Operational Performance - Ensure optimum productivity and excellence.

Description

To ensure high quality and timely Findings and Recommendations (F&R) thereby contributing to the fairness and efficiency of the grievance process.

Priority Type[1]*: Ongoing*

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Preparing for the introduction of an improved Case Management System; maintaining a comprehensive implementation plan for the case management system, including business process mapping, identifying user needs, and upgrading systems.	April 2016	December 2017	Independent review of military grievances.
Conducting a 5-year evaluation of the Independent review of military grievances program.	April 2016	September 2016	Independent review of military grievances.

[1] Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Priority #2 - Communicate the Committee's role, results and activities.

Description

To ensure that stakeholders have a better awareness and understanding of the Committee's role, results and activities. To share the Committee's perspective on significant issues arising from our review of grievances.

Priority Type: Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Web Renewal Initiative: Content migration and automation process to Canada.ca	April 2012	December 2016	Independent review of military grievances.

Priority #3 - Exercise leadership and maintain overall effective management of the Committee.

Description

The Committee has engaged skilled and knowledgeable employees who are supported by effective and efficient systems and services.

Priority Type: Ongoing

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
Standardize selected business processes and systems with whole of government-wide initiatives in order to improve the efficiency of existing internal administrative processes and services.	April 2016	March 2018	Internal Services
Continue engagement for BP 2020 initiative.	April 2014	March 2020	Internal Services
Workplace 2.0: Analysing business requirements for next generation technologies; enhancing web-based videoconferencing services, as well as workforce mobility and	April 2016	March 2018	Internal Services

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
implementing initiatives to move towards the Committee's vision of a paperless office.			
Implement a strategy for knowledge transfer related to the succession of key positions to ensure that the Committee maintains business-critical expertise.	April 2016	June 2017	Internal Services
Implement the MGERC Open Government Plan.	October 2015	March 2020	Internal Services

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Risk #1 – Committee's relevance. The risk was rated as moderate.	▪ Ensure the quality and timeliness of our product. ▪ Implement a communications strategy.	Independent review of military grievances.
Risk #2 – Significant fluctuations in volume of grievances received. The risk was rated as moderate.	▪ Monitor workload planning assumptions. - Integrated Business and Human Resources Planning (IBHRP). ▪ Communicate regularly with the Canadian Armed Forces. ▪ Ensure appropriate staffing strategies are in place. ▪ Track financial situation and workload. ▪ Review internal grievance process.	Independent review of military grievances.
Risk #3 – Human Resources capacity and competencies. The risk was rated as moderate.	▪ Plan for succession in key positions. ▪ Develop a variety of staffing mechanisms and alternatives. ▪ Anticipate and risk manage staffing levels. ▪ Provide training opportunities. ▪ Implement a continuous learning process. ▪ Enhance the leadership competencies of management. ▪ Monitor workload volumes. ▪ Establish **S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**rackable (SMART) work objectives and clear expectations for employees. ▪ Inform the Minister of National Defence of any upcoming Committee member's vacancies. ▪ Develop relationship with other Small Departments and Agencies (SDAs) or hire consultants. ▪ Create a healthy workplace environment.	Independent review of military grievances.

Risk #1 – There is a risk that the Committee will be perceived as not adding value to the Canadian Armed Forces (CAF) grievance process. Some risk drivers include the quality and timeliness of the Committee's Findings and Recommendations (F&R). To mitigate this risk, the Committee will closely monitor the internal review process and timelines, and ensure its role and the results of its work are understood and clearly communicated to CAF stakeholders and to parliamentarians and will conduct an evaluation of its independent review of military grievances program.

Risk # 2 – There is a risk that the Committee will be unable to adapt to a significant fluctuation of grievances. The Committee has no control over the volume of cases referred to it by the CAF. As a micro organization, it has limited capacity to react to a sudden influx of grievances. This could result in a failure to meet its internal production standards. To mitigate this risk, the Committee will continue to explore opportunities for streamlining and manage workload through careful planning and flexible staffing strategies.

Risk # 3 – There is a risk that the Committee will not have the appropriate staff to carry out its mandate. A risk factor is that the members of the Committee are appointed and their mandates renewed by the Governor in Council (GIC). Another factor is the capacity to recruit and retain a skilled workforce. The Committee's effectiveness is due in large part to its knowledgeable and stable workforce. However, it is challenging to retain employees because the size of the organization limits the number of internal opportunities for advancement. To mitigate this risk, the Committee will put a particular emphasis on succession planning for key positions and develop knowledge transfer initiatives.

Planned Expenditures

Budgetary Financial Resources (Planned Spending—dollars)

2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018-19 Planned Spending
6,753,945	6,706,000	6,753,945	6,753,945

Human Resources (Full-time equivalents—FTEs)

2016-17	2017-18	2018-19
46	46	46

Budgetary Planning Summary for Strategic Outcome and Program (dollars)

Strategic Outcome, Program and Internal Services	2013–14 Expenditures	2014–15 Expenditures	2015–16 Forecast Spending	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Strategic Outcome: The Chief of the Defence Staff and members of the Canadian Armed Forces have access to a fair, independent and timely review of military grievances							
P138-0001 Independent review of military grievances.	4,050,351	4,255,974	4,139,000	4,727,762	4,695,000	4,727,762	4,727,762
Subtotal	4,050,351	4,255,974	4,139,000	4,727,762	4,695,000	4,727,762	4,727,762
Internal Services Subtotal	1,930,654	1,993,931	1,673,000	2,026,183	2,011,000	2,026,183	2,026,183
Total	5,981,005	6,249,905	5,812,000	6,753,945	6,706,000	6,753,945	6,753,945

The Military Grievances External Review Committee is estimating budgetary expenditures of $6,706,000. The Committee's expenditures remain approximately the same as the previous years.

Alignment of Spending With the Whole-of-Government Framework

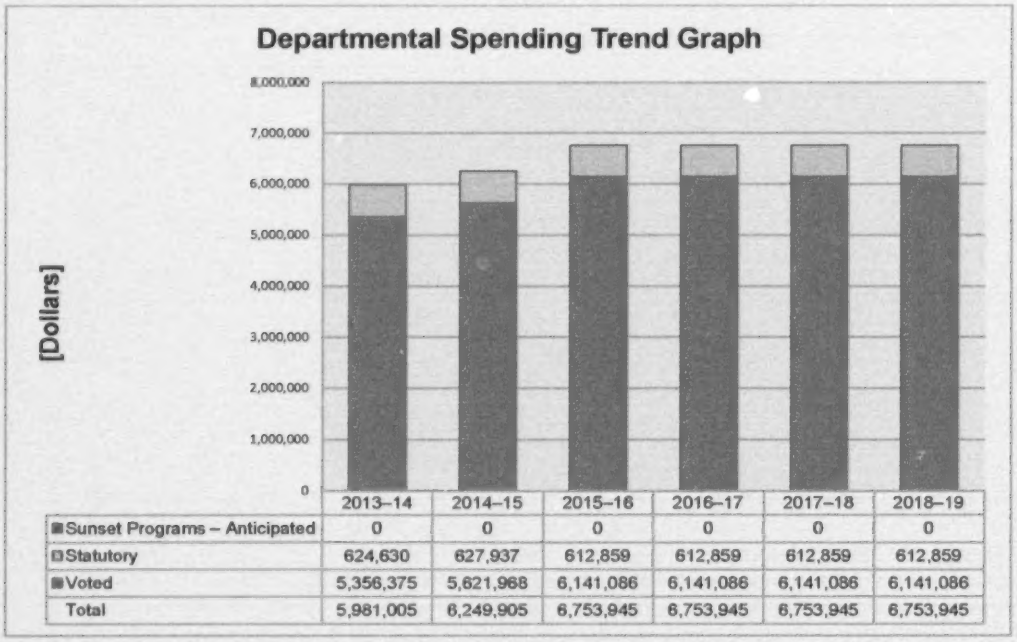
Alignment of 2016–17 Planned Spending With the *Whole-of-Government Framework*[iii] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2016–17 Planned Spending
1 The Chief of the Defence Staff and members of the Canadian Armed Forces have access to a fair, independent and timely review of military grievances.	1.1 Independent review of military grievances.	Government Affairs	Well managed and efficient government operations.	4,695,000

Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Government Affairs	6,706,000

Departmental Spending Trend



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Sunset Programs – Anticipated	0	0	0	0	0	0
Statutory	624,630	627,937	612,859	612,859	612,859	612,859
Voted	5,356,375	5,621,968	6,141,086	6,141,086	6,141,086	6,141,086
Total	5,981,005	6,249,905	6,753,945	6,753,945	6,753,945	6,753,945

Estimates by Vote

For information on the Military Grievances External Review Committee's organizational appropriations, consult the *2016–17 Main Estimates*.[iv] on the Treasury Board of Canada Secretariat website.

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: The Chief of the Defence Staff and members of the Canadian Armed Forces have access to a fair, independent and timely review of military grievances.

Performance Measurement

Performance Indicators	Targets	Date to be Achieved
Percentage of clients who are satisfied with the Committee's ability to improve the administration of the affairs of the Canadian Armed Forces (CAF) through the quality of its Findings and Recommendations (F&R) and the information tools it provides.	75% of respondents are satisfied.	04/2017
Trend in % of surveyed grievors who are satisfied with the fairness, equity and transparency of the process.	70% of grievors are satisfied.	04/2017
% of systemic recommendations accepted by the Chief of the Defence Staff.	75% of systemic recommendations are accepted.	04/2017
% of cases where the Committee's established grievance process timeline standards were met.	Established standards are met 75% of the time.	04/2017

Program 1.1: Independent review of military grievances.

Description: The Military Grievances External Review Committee, an independent tribunal, reviews military grievances referred to it pursuant to section 29 of the *National Defence Act*, which provides a statutory right for an officer or a non-commissioned member who has been aggrieved, to grieve a decision, an act or an omission in the administration of the affairs of the Canadian Armed Forces. This is, with certain narrow exceptions, the only formal complaint process available to members of the Canadian Armed Forces.

The Committee provides findings and recommendations to the Chief of the Defence Staff and the member who submitted the grievance. The findings and recommendations may also identify issues with policies or other matters of broad concern. The Committee conducts its review as informally and expeditiously as the circumstances and the considerations of fairness permit.

The Committee reports the results of its activities through its annual report and various publications.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
4,727,762	4,695,000	4,727,762	4,727,762

Human Resources (FTEs)

2016–17	2017–18	2018–19
32	32	32

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Intermediate Outcome – Enhanced confidence in the grievance process and the administration of the affairs of the Canadian Armed Forces (CAF).	% of stakeholders that agree that the external review provided by the Committee adds to the adjudicative fairness of the process.	75% of respondents agree.	04/2017
Immediate Outcome – The Chief of the Defence Staff (CDS) is assisted in rendering decisions on grievances and is informed of systemic issues.	% of Findings and Recommendations (F&R) with which the CDS disagrees on the basis of error in law or fact.	Less than 10% of the cases upon which the CDS disagrees or 1% of all files.	04/2017
Immediate Outcome – Stakeholders have an increased awareness and understanding of the grievance process, regulations, policies and guidelines affecting Canadian Armed Forces (CAF) members.	% of positive feedback from external stakeholders on the usefulness of publications of case summaries, systemic recommendations and lessons learned.	75% of respondents agree on the usefulness.	04/2017

Planning Highlights

The Committee prides itself on delivering quality service and being responsive to the needs of the Canadian Armed Forces. To maintain its reputation for excellence, the Committee will focus on enhancing service delivery to increase efficiency, effectiveness and timeliness.

Efforts under this program will support the Committee's Priority #1: Ensure optimum productivity and excellence and Priority #2: Communicate the Committee's role, results and activities, as described in the section *Organizational Priorities*. At the same time, the Committee will manage risks related to its relevance and to the significant fluctuation in volume of grievances received as described in the section *Risk Analysis*. To support this program, the Committee will undertake in 2016-17 the following key initiatives:

- Monitor its caseload to assess the level of resources necessary for going forward. The purpose of this activity is to collect and analyze performance indicator data, assess performance against stated targets and report this information in its annual Departmental Performance Report to Parliament. The information and findings from the assessment will also be used to make informed adjustments to its internal grievance review process; all the while focusing on productivity and maintaining the high quality of its product.

- The Committee communicates the results of its work through base visits, publications and various forums. It seeks feedback from its stakeholders on its publications in order to

measure their usefulness and to increase awareness and understanding of the grievance process, regulations, policies and guidelines affecting Canadian Armed Forces members. The Committee will conduct evaluations of the effectiveness of its communications activities.

- The Committee will be conducting a program evaluation to measure the extent to which its mission to provide an independent and external review of military grievances has contributed to the achievement of its strategic outcome.

Internal Services

Description:

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Internal Services include only those activities and resources that apply across an organization and do not include those provided for a specific program.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
2,026,183	2,011,000	2,026,183	2,026,183

Human Resources (FTEs)

2016–17	2017–18	2018–19
14	14	14

Planning Highlights

The Committee's ability to operate as a high-performing organization and deliver on the objectives of this Strategic Plan depends largely on the skills and dedication of its employees. The Committee's most valuable resource is its highly-trained, expert workforce, so it is essential that our employees be fully engaged in this shared vision and be given the tools they need to contribute to our success.

Efforts under this program will support the Committee's Priority #3: Exercise leadership and maintain overall effective management of the Committee, as described in the section *Organizational Priorities*. At the same time, the Committee will manage risks related to its Human Resources capacity and competencies as described in the section *Risk Analysis.*

In 2016-17 the Committee will:

- Seek effective and efficient internal service delivery solutions in line with the broader government agenda.
- Seek opportunities to share services with other Small Departments and Agencies (SDAs) to reduce overall cost to government.
- Implement initiatives to streamline and automate internal processes, significantly reduce paper usage, and improve efficiencies.
- Introduce new tools and practices for managing information to increase productivity and collaboration and enhance the security of the Committee's information.
- Consolidate and reduce office space and implement enabling technologies to support collaboration and a mobile, connected workforce through the Workplace Renewal Initiative, including the move to new office accommodations.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations provides a general overview of the Military Grievances External Review Committee's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented condensed statement of operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on the *Military Grievances External Review Committee's* [v] website.

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31, 2016
(dollars)

Financial Information	2015–16 Forecast Results	2016–17 Planned Results	Difference (2016–17 Planned Results minus 2015–16 Forecast Results)
Total expenses	6,236,000	7,094,000	858,000
Total revenues	-	-	-
Net cost of operations	6,236,000	7,094,000	858,000

Estimates results in 2015-16 are lower than 2016-17 due to planned savings in operating expenditures in 2015-16.

Supplementary Information Tables

The *supplementary information tables*[vi] listed in the 2016–17 Report on Plans and Priorities are available on the Military Grievances External Review Committee's website.

- *Departmental Sustainable Development Strategy*
- *Evaluation*

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[vii] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Military Grievances External Review Committee

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Ottawa, Ontario K1P 5Y7
Canada

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E-mail: mgerc-ceegm@mgerc-ceegm.gc.ca

Web: http://www.mgerc-ceegm.gc.ca

Appendix: Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i. *National Defence Act* (R.S.C., 1985, c. N-5), *http://laws-lois.justice.gc.ca/eng/acts/n-5/page-4.html#h-19*

ii. About the committee, *http://www.mgerc-ceegm.gc.ca/index-eng.html*

iii. Whole-of-government framework, *http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx*

iv. 2016-17 Main Estimates, *http://publiservice.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp*

v. Future-Oriented Statement of Operations, *http://mgerc-ceegm.gc.ca/rpt/fsr-ref/fo-pr/index-eng.html*

vi Supplementary Information Tables *http://mgerc-ceegm.gc.ca/rpt/rpp/index-eng.html*

vii. Tax Expenditures and Evaluations publication, *http://www.fin.gc.ca/purl/taxexp-eng.asp*